

INTRODUCTION

Today, Technical competency is not the only criterion for determining the professional worth of an employee. In the fast-paced world, professionals are hard pressed to keep their tech skills current and relevant, with little time to develop the softer talents. They are likely to hit a plateau after some time. It is a known fact that those who grow the fastest are not necessarily the ones with strongest technical skills, but those who possess the best interpersonal skills and the right attitude. Thus it becomes all the more important for the hiring managers to hire candidates with right kind of attitude with right kind of behavioral skills.

Traditional Interview vs. Behavioral Interview

In a traditional interview, you will be asked a series of questions, which typically have straightforward answers, like "What are your strengths and weaknesses?" or "What major challenges and problems did you face? How did you handle them?" or "Describe a typical work week." In a behavioral interview, an employer has decided what skills are needed in the person they hire and will ask questions to find out if the candidate has those skills.

Behavioral interviewing is a relatively new style of interviewing that was developed in the 1970's by industrial psychologists. Behavioral interviewing asserts "the most accurate predictor of future performance is past performance in a similar situation." Currently, more than 30 percent of all organizations depend upon behavioral interviewing for their recruitment process.

Unlike traditional interviews, which include such questions as:

1. Tell me about yourself.
2. What are your strengths and weaknesses?
3. Why are you interested in working for us?

Behavioral interviewing emphasizes past performance and behaviors. As a consequence, candidates unprepared for the rigor of behavioral interviewing have not fared well. Simply practicing the list of common interview questions no longer works.

TARGET AUDIENCE

This program is for managers and supervisors who have input to or make hiring and/or promotion decisions and the Human Resources professionals who support them. Also, candidates for open positions will be more prepared to participate in behavioral interviews because they will understand the structure and objectives of the interview.

Action Plan

Program Name

- 1 Effective Interviewing

Program Objectives

- a) During this module the participants will explore the pitfalls of traditional interviews and how a behavior based approach to identifying your requirements and a behavior-based approach to interviewing can improve your effectiveness in selecting right people for your team.
- b) Program will guide participants, step by step through the process of designing effective interviews and give participants some tools to jumpstart the entire process.
- c) The only way to master interviewing skill is through intensive practice and repetition. This program will start with a review of the fundamentals and gradually build to mastery of some of the most complex interviewing skills that participants will need to handle difficult interactions.
- d) Sometimes personal biases and filters prevent us from selecting the best candidate. This program is intended to increase participants awareness and eliminate this barrier to effective hiring decisions.
- e) The program will give participants, strategies to objectively rate and select the candidates who will have a high likelihood of success in your environment. Participants learn why to NEVER use the weighted average method for ratings and a more effective alternative.

SESSIONS	<i>MODULES</i>	<i>SESSION RESULTS</i>
<p><i>BASICS OF INTERVIEWING</i> (A BRIEF DISCUSSION)</p>	<ul style="list-style-type: none"> • The Truth About Selection Interviews • The Behaviour Based Approach: An Overview • Designing Interviews • Technical Skills, Performance Skills and Values • Ensuring Equity 	<p>At the end of the module participants will be able to:</p> <ul style="list-style-type: none"> • Understand the recruitment process • Understand the program objectives

<p>OVERVIEW & CONTEXT</p>	<ul style="list-style-type: none"> • Selection for Competitive Advantage • Course Overview • Team Management Process • Selection Process • Behaviour Based Interviewing Process • Traditional Interview Questions • Pitfalls of Traditional Interviews <p>Key Definitions:</p> <ul style="list-style-type: none"> • Skills - Technical and Performance • Behaviour Based • Anchors • Performance Skills 	<p>At the end of the module participants will be able to:</p> <ul style="list-style-type: none"> • Describe the 4 phases in the behavior based interviewing process • Identify the 5 pitfalls of traditional interviews • Identify the 5 most frequently asked interview questions and why you should avoid them • Identify and use the 6 key probing questions
<p>INTERVIEW DESIGNING</p>	<ul style="list-style-type: none"> • Interview Design Process • Behaviour Based Question Demo • Formulating Behaviour Based Questions • Designing interview guides 	<p>At the end of the module participants will be able to:</p> <ul style="list-style-type: none"> • Identify the skills that are key success factors for your organization • Develop skill definitions that are specific, objective and measurable • Pinpoint the factors that essential for success in each position • Formulate interview questions that are behavior based • Avoid the 3 most common questioning pitfalls • Design interview guides quickly and easily • Design interview guides that are structured and user friendly

<p>CONDUCTING INTERVIEWS</p>	<ul style="list-style-type: none"> • Interviewing Skills Overview • Building Rapport • Probing for Specifics • Controlling the Interview • Protection Rackets • Dealing with the Evasive Candidate • Probing for Contrary Evidence • Note Taking • Verifying Answers 	<p>At the end of the module participants will be able to:</p> <ul style="list-style-type: none"> • Build rapport with candidates • Assess a candidate's ability to thrive in a rapidly changing environment • Collect relevant information to help you determine how well a candidate will perform in your environment • Develop proficiency and comfort in taking notes • Encourage shy candidates to open up • Deal more effectively with candidate's who are evasive • Weed out candidates who are lying or making up answers • Re-gain control of the interview when candidate's are overly talkative • Put nervous candidates at ease • Encourage candidates to be candid about unfavorable aspects of their backgrounds
<p>ENSURING EQUITY</p>	<ul style="list-style-type: none"> • Behaviour vs. Personality • Biases Vs. Behaviour • Stereotyping in Action • Ensuring Equity in Note Taking 	<p>At the conclusion of this module, participants will be able to:</p> <ul style="list-style-type: none"> • Develop and conduct legally defensible interviews • Identify and overcome personal biases that interfere with effective decision making • Objectively assess the strengths of candidates from different cultural backgrounds • Avoid the pitfall of placing too much emphasis on body language • Develop strategies to detect and avoid on the basis of sex or cultural factors • Steer clear of hiring practices that could lead to complaints or negative publicity

INTERVIEW SIMULATIONS (MOCK SESSIONS)	<ul style="list-style-type: none"> • Types of Interviews • Individual Interview Planning Session • Preparing for Panel Interview • Sample Questions and Analysis for specific Industries 	At the conclusion of this module, participants will be able to: <ul style="list-style-type: none"> • Prepare effectively for interviews even within tight timeframes • Maintain rapport with candidates even when addressing shortcomings or asking difficult questions Compensate for some of the deficiencies inherent in the individual interview process • Conduct panel interviews with comfort and ease • Help candidates relax and open up during panel interviews
RATING INTERVIEWEES	<ul style="list-style-type: none"> • Skills Assessment Process • Honing Your Assessment Skills • Assessment Pitfalls • Using Behaviour Anchored Rating Scale (BARS) • Improving Selection Decisions 	At the conclusion of this module, participants will be able to: <ul style="list-style-type: none"> • Make decisions based on objective data rather than hunches or intuition • Avoid the top 6 assessment pitfalls • Use Behaviour Anchored Rating Scales to ensure consistency of ratings between interviewers • Zero in on the most critical data for selection decisions • Avoid the trap of putting too much weight on irrelevant information • Rate skills objectively without allowing personal biases cloud their ratings

- **Tools:** Activities / games, Presentations, Role plays, Case studies, Group Work, Discussion, Mock Interviews, Panel Interview Rating Simulation, Interviewer Feedback Checklist, Individual Interview Simulations, Panel Interview Simulations, Stop Watch Exercise - Body Language Pitfalls, Intensive Interviewing Skills Drill with a series of increasingly advanced exercises to master 8 key interviewing skills, Behaviour Based Question Development, Converting Questions, Interview Guide Development, Follow ups.

Duration : 15 days (6 hours daily)
Cost : **2000 Per day**